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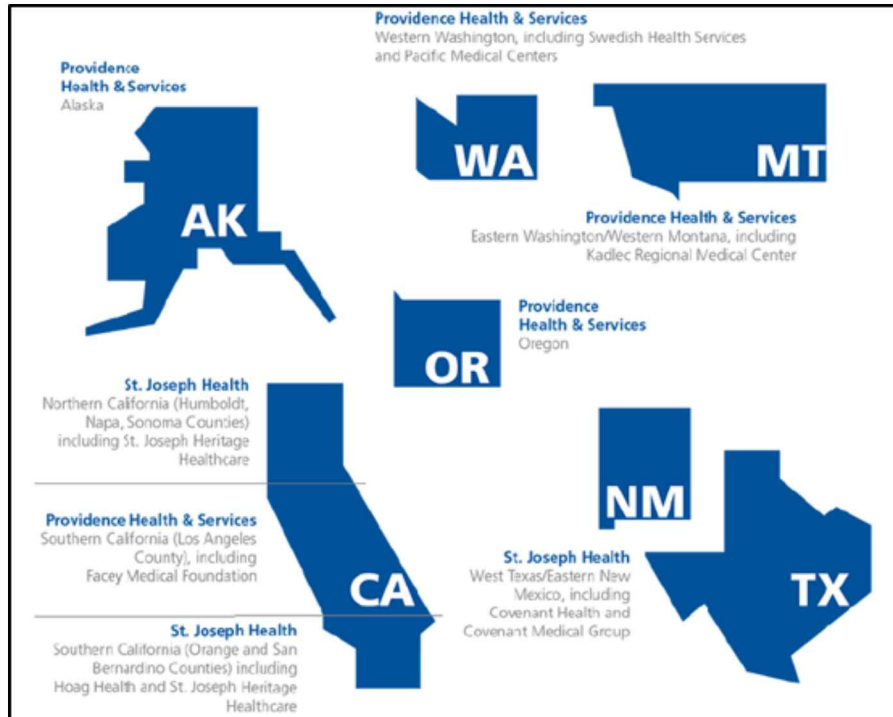
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The Accidental Academic Library: Meeting the Needs of a Health System– Affiliated University

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2013 - Integration of **3** libraries, serving **8** hospitals ¹

2015 - Integration of **14** libraries, serving **34** hospitals ²

2018 – Merger of **2** health systems, integration of **13** libraries, serving **50** hospitals³

2019 – Addition of Grace Health

1. Martin, H. J., & Delawska-Elliott, B. (2015). Combining resources, combining forces: regionalizing hospital library services in a large statewide health system. *Journal of the Medical Library Association : JMLA*, 103(1), 44-8.

2. Huffman, I. R., Martin, H. J., & Delawska-Elliott, B. (2016). Creating a library holding group: an approach to large system integration. *Journal of the Medical Library Association : JMLA*, 104(4), 315-318.

3. Martin, H. J. (June 19, 2019). A unified library service: One year post-merger. In *MLAConnect*. Retrieved from <https://www.mlanet.org/p/cm/ld/fid=1122&&blogaid=2587>

- Formerly known as University of Great Falls
- Located in Great Falls, MT
- Established 1932 as a ministry of the Sisters of Providence
- 60 certificate, associate, undergraduate, and graduate programs
- 950 students
- Physical library with one Librarian & one Library Assistant



School of Health Professions

Designed to meet the needs of healthcare leaders and caregivers within Providence St. Joseph Health and other healthcare orgs seeking a career or advancement in healthcare.

Nursing

- BSN
- RN to BSN Completion Program
- Master of Science in Nursing, Nurse Educator
- Master of Science in Adult-Gerontology Primary Care Nursing

Health Programs

- Applied Health Informatics Certificate
- Medical Assistant Certificate
- Pharmacy Technician Certificate
- Health Justice Certificate
- Bachelor of Science in Healthcare Administration
- Master of Healthcare Administration
- Master of Science in Infection Prevention & Epidemiology

A New Relationship



- University of Great Falls was rebranded as the University of Providence (Summer 2017).
- School of Health Professions (SHP) was created in partnership with Providence Health & Services to prepare for future healthcare staffing shortages & train next generation of healthcare workers/leaders.
- Significant financial investment from health system.
- Most SHP students would be Providence employees, with a plan to slowly increase # of “retail” students.

The ASK

Providence System Library Services were asked to serve the information needs of the UP School of Health Professions.

Why?

- Subject expertise
- Locality and pre-established relationships
- Build familiarity with tools/resources for future employees
- Economies of scale purchasing

Benchmarking & Proforma

- Need to understand and communicate academic library benchmarking
 - Association of College & Resource Libraries
 - National Center for Education Statistics
- Unique hybrid model with many unknowns re: licensing and vendor pricing models.
- UP ramp-up growth estimate built into the proforma and library budget.
- Made a pitch – far below benchmarks!
- Approved by UP and Providence leadership

Access

- Vendor account overlaps between UP and Providence caused IP conflicts
- Providing access to non-employee students and faculty.
 - Move library website out from behind firewall
 - OpenAthens (library managed accounts)
 - Difficulty getting updated lists of current students/faculty

Collection Development & Licensing

- Providence subscriptions licensed for entire health-system. All pricing is custom.
- Vendors often have different business silos for medical/corporate vs academic
- Majority of SHP faculty/students already covered by Providence agreements due to employee status.
- Ramp up predictions were inaccurate (aspirational vs accurate)
 - <25 students/faculty were non-employees and needed to be added to license.
- Some publishers willing to include at no cost, others at significant cost.
- Different needs for students vs working professionals

Service

- Shifting the balance from a value-add "fish FOR a person" to a "TEACH to fish" approach
- More handholding
- Curriculum development
- Copyright issues are different
- Different levels of service for same individual depending on request (i.e. work-related vs school assignment)

Current State

- Still have not received budget for FTE or collections. Had position approved but didn't make it through final budget cuts.
- Limited staffing means we have had to create boundaries for what we can provide, creating some tensions.
- Vendors beginning to push back against free inclusion

Successes and Challenges

Wins

- Partnership means a smooth transition from student to professional work
- Business growth as students become library champions to their working colleagues
- Health system investment in UP gives library some leverage – we are tied to their success

Lessons Learned

- Build in \$\$ support minimums into agreements with university.
- Strong relationships with vendors are essential